

January 1987, Vol. 17, No. 1

## MANDATORY RETIREMENT ABOLISHED

The Age Discrimination in Employment Act has been amended to abolish mandatory retirement. The amendment became effective January 1, 1987, with a seven-year delay for police, firefighters, and tenured academic faculty. In a separate piece of legislation, Congress required that allocations to benefit plans and pension accruals continue beyond age 65, effective in 1988.

With the abolition of mandatory retirement, pension accrual legislation and some of the provisions in the new tax reform law, it is evident that the federal government is gradually taking steps to encourage people to attain longer working lives, rather than to take normal or early retirement.

Source: Employee Benefit Notes, Dec., 1986, Employee Benefit Research Institute, 2121 K. Street, NW, Suite 860, Washington, DC 20037-2121.

## OLDER EMPLOYEES FLOOD WORK FORCE

Demographic studies show the older population has increased, causing a demand for accommodating programs.

- Over the last 20 years, the older population increased twice as fast as any other age group, with the most rapidly growing age group being 85 or older.
- "Baby boomers" -- people between the ages of 21 and 40 -- represent 77 million people, or one-third of the United States' population. As they age, the work force ages with them because the "baby bust" of the 1960's and 1970's limits the labor supply.
- In the next 10 years, the greatest percentage increase in the work force will be with employees aged 35 to 54.
- Life expectancy has risen from age 60 to age 74, which may cause retirement to be pushed back.

This study will be useful in anticipating programs and benefits for older employees.

Source: Employee Health & Fitness, Jan., 1987, American Health Consultants Inc., 67 Peachtree Park Dr., NE, Atlanta, GA 30309.

## HIRING THE RIGHT PEOPLE

The following tips appeared in Nation's Business, August, 1986, and can be found in "52 Good Ideas on Hiring, Firing and More," printed by Accountemps, 522 Fifth Avenue, New York, NY 10036:

- "Think of a resume as a balance sheet without any liabilities. Read it from the end instead of the beginning, because the least flattering material will usually be last."
- "Ignore the cliché against hiring 'overqualified' people. Take advantage of overqualified employee's brains and experience. If you treat them right they'll stay with your company, but don't moan if they leave for a more challenging job. If you've utilized them properly, you've gotten more than your money's worth."
- "An innovative and productive method of interviewing job candidates is to have them answer your questions the way they think their references would answer them. Make note of their replies. Then, when you contact their references, ask the same questions. If any answer differs dramatically, mention the candidate's answer and explore why any differences exist."
- "If you are having a tough time deciding between several well-qualified candidates, hire the person who wants the job the most."

## A DAY AT THE OFFICE

To use your workday most efficiently, the October 1986 issue of Successful Meetings offered this daily schedule.

**Morning:** Tackle your toughest tasks or those that require concentration.

**Lunchtime:** Often the most quiet time in the office. If you're overloaded, now is a good time to work on projects that require concentration.

**After Lunch:** Ease back into the swing of things by doing something routine, like filing or returning phone calls.

## FLEXIBLE BENEFIT PLANS

A survey of 824 companies in seven metropolitan areas shows that 24% offer their employees flexible benefit plans, according to the Wall Street Journal. These cafeteria-style benefits permit choices among health, vacation and other options. Thirty-seven percent of the employers use the programs to meet workers' needs and 31% say they adopted flexible systems to control benefit costs.

## PHOTO CONTEST

Why not implement a photo contest into your programming? Many companies have had successful, themed contests. Combustion Engineering, Inc., of Windsor, Connecticut, produced the "Windsor Reporter Photo-Calendar," featuring 30 award-winning photographs entered in six categories.

Eva-Tone, of Clearwater, Florida, also has an annual photo contest. Last year's theme was "Competition/Challenges," chosen to foster creativity in capturing everyday living.

NESRA is sponsoring a photo contest for all member employees and their immediate families. The contest runs from February 1, 1987 to April 15, 1987. For more information, contact Ken Cammarata, Director of Member Services at 312-562-8130.

## PROGRAMMING FOR OLDER EMPLOYEES

To ensure success in your programs for older employees, which soon may become the majority, follow these tips:

- Plan programs that focus on topics most likely to attract older participants, such as:
  - diet, weight control, and nutrition
  - exercise or staying active, arthritis and mobility
  - hypertension and the role of diet
  - heart disease education, circulatory problems, and strokes
  - eyesight, cataracts, glaucoma, and diabetes
  - hearing loss
- Consider the health status of your older employees and their motivation for change when setting realistic health improvement goals for participants.
- Realize that older employees are usually not single and plan programs to include a spouse.
- Don't limit the variety of programs offered by stereotyping older people as poor, disabled or unmotivated. Keep in mind that more than half of people over 85 have no physical disability at all.
- Use disease-screening programs to attract people into other health promotion activities after they have information about their own health condition. Employees are more likely to participate in a program when they see the association between the fitness activity and the problem they're experiencing.

Source: Employee Health & Fitness, Jan., 1987, American Health Consultants Inc., 67 Peachtree Park Dr., NE, Atlanta, GA 30309.

## THE 1987 NESRA AWARDS PROGRAM

THE 1987 NESRA Awards Program recognizes outstanding programs and promotions in the field of employee services and recreation. Entrants need not boast of multi-million dollar ventures or facilities; rather, the judging committee looks at how employee services administrators use their imagination, creativity and resources to meet the needs of their workforce.

As in the past, NESRA will recognize excellence in overall employee programming with the NESRA/Eastwood Award, excellence in specific employee activities and events with Certificates of Excellence, and excellence in the areas of promotion and publicity with Promotional Awards. To provide greater incentive, companies can compete in four divisions based on company size for the Eastwood Award, and two categories -- companies that have full-time paid staff and companies that have less than full-time staff or volunteers running their programs -- for the Promotional Awards. Both small and large companies are encouraged to enter and gain the recognition they deserve.

Two distinguished panels of judges will select the 1987 winners. They are:

### Eastwood Panel - Judges of Eastwood and Promotional Contests #1, #3, #4 entries

- |  |  |
|--|--|
| • Leroy Hollins, CESRA<br>Awards Chairman          | • Kathy Carney<br>Region I Senior Director |
| • Quintin Cary, CESRA<br>Region II Senior Director | • Ann Foster<br>NESRA Secretary            |
| • Tamra Torres, CESRA<br>Region VI Senior Director |  |

### C of E Panel - Judges of Certificate of Excellence and Promotional Contests #2 and #4 entries

- |   |   |
|---|---|
| • Leroy Hollins, CESRA<br>Awards Chairman         | • Rebecca Gregory, CESRA<br>NESRA Vice President of<br>Membership Development |
| • John Niehaus, CESRA<br>Region V Senior Director | • Bob Pindroh, CESRA<br>Region VII Senior Director                            |
| • Gary Roehl<br>Region III Senior Director        |   |

To receive the 1987 Awards Program brochure and entry form, members should write to NESRA headquarters, 2400 S. Downing Westchester, IL 60153. Entries must be postmarked no later than midnight March 13, 1987. All winners will be announced at the 1987 NESRA Conference and Exhibit in Minneapolis-St. Paul, May 13-17.

February 1987, Vol. 17, No. 2

### VOLUNTEER PROTECTION ACT

On February 3, 1987, Rep. John Porter introduced the Volunteer Protection Act (HR-911) into the House of Representatives. The bill encourages state governments to provide limited immunity from personal suits for volunteers with nonprofit organizations. Its purpose is to promote the interests of social service program beneficiaries and taxpayers, and to sustain the availability of programs that depend on volunteer contributions.

As stated in the Act, the term 'volunteer' means an individual performing services for a nonprofit organization or a governmental entity who does not receive compensation, or any other thing of value in lieu of compensation, for such services (other than reimbursement for expenses actually incurred), and the term includes a volunteer serving as a director, officer, trustee, or direct service volunteer.

To help make this bill a reality, NESRA has become a member of the Coalition for Volunteer Immunity, along with other national groups such as United Way, 4H, Big Brothers of America and many other volunteer organizations.

NESRA Vice President of Public and Government Affairs Randy Schools is working in Washington to represent member interests. In the near future, Schools, or a member of his staff, may call on individual members for their support by asking for verification of the number of volunteers used in their corporation. Schools will ask for corporate support in districts where there is a key Congress member.

According to Rep. John Porter, "support from members of the coalition will be critical for two reasons. First, the crisis of volunteerism is a quiet one. Though many people and organizations are affected by liability fears associated with volunteer activities, few members of Congress know of this problem. Second, Congressional committees always have many items on their agendas. Members of these committees should be encouraged to take action on this issue early in the 100th Congress."

"This legislation has the broadest spectrum of support and if properly orchestrated by our coalition, it can be passed into law," said John R. Ale, Chairman of the Coalition for Volunteer Immunity.

## FOOD SAFETY TEST

With spring just around the corner, planning for a company picnic or other events where food will be served may be on your "to do" list. The possibility of food poisoning should not be overlooked when planning any event. Whether each person brings a dish or a caterer is hired, there is a way to make sure prepared food is safe to eat--and stays that way. Below, the 1986 holiday issue of Food News, the food safety magazine of the U.S. Department of Agriculture, provides a simple question and answer approach to guard against this problem.

**Q: Does the catering company have a permit or license?**

A: Most catering companies are considered food service facilities and must be licensed as restaurant operations. This means they are inspected twice a year by the local health department and probably are aware of safe food handling practices.

**Q: Where will the food be cooked?**

A: If a caterer is needed, plan to visit the facility prior to selection. Make sure there is sufficient refrigeration space for large quantities of food. Ovens should also accommodate large amounts of food so that cooking won't need to be done too far in advance. Be sure the food will be fully cooked the first time around; partial cooking can promote spoilage. There should be separate areas in the kitchen for handling raw and cooked products. If the food will be cooked at your office, make sure the cooking area is thoroughly cleaned and that you have sufficient heating and refrigeration equipment.

**Q: How will the food be transported?**

A: All perishable foods must be held at 40° F or below to minimize bacteria growth during transit periods. Refrigerated trucks or, at the very least, insulated coolers should be used. Cooked foods that will be transported heated must be held at 140° F or above. Usually the caterer will use warming units. Insist on it.

**Q: How will the food be kept hot or cold during the party?**

A: To remain safe, food should not sit at room temperature for more than two hours. All cold foods should remain at no higher than 40° F. This can be accomplished by resting serving plates on beds of crushed ice. Hot food should be served from chafing dishes or warming trays registering 140° F. Caution: Frequently warmers keep food at 110°-120° F, a good growth temperature for bacteria.

**Q: What is the plan for replenishing foods on a buffet table?**

A: Back-up plates should be refrigerated or kept in the oven prior to serving. When two hours have elapsed or when the platters are empty, they should be removed and replaced with fresh, full trays. It is unsafe to add new food to a serving dish that has been at room temperature over two hours.

Planning a business meeting, a product introduction, a trade show or a company picnic? Your programming may be more effective in the atmosphere of a tent. Because it is versatile, a tent can adapt to a variety of situations. For example, it can house something as serious as a meeting or something more festive like an employee social function. Another plus is that a tent can go anywhere. It can transform a parking lot into a showroom or make the company grounds a meeting place, and there is no need to worry about overcrowding.

Tents come in all shapes and sizes and they can easily accommodate podiums, public address systems and display booths, all of which are important to corporate events. If requested, a tent can contain air-conditioning or heating equipment and tent rental companies usually take care of installation, maintenance and removal.

For information on tent rental, a directory, listing nearly 150 firms who rent and manufacture party, fair and commercial tents, is available. Contact the Industrial Fabrics Association International, 345 Cedar Building, Suite 450, St. Paul, Minnesota 55101.

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#### JUNE

##### National Tennis Week

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## PARENTING FAIR

By keeping a lookout for program ideas in places where one might not expect to find one, the birth of a successful program may be the result. Kathy Carney of the Massachusetts Association for Recreation and Employee Services (MARES) adopted the concept of having a parenting fair for her community.

For one admission, fairgoers will visit approximately 100 booths on a number of parent-related topics. There will be a child-care resource center booth, a booth at which the Wilmington police will photograph and fingerprint children, booths on computer camps, educational child-care products, latchkey programs and the list goes on. There will also be individual speakers and panel discussions on topics such as financial planning, and parental guilt and stress.

The key to the success of such a program is publicity. Below, Kathy Carney offers helpful hints.

- Look to people in your company who are PR pros. Ask them what to do, without asking them to do it.
- Locate reference books to find listings of media contacts. I looked in the Boston Media Directory for newspaper listings and in Bacon's Publicity Checker for radio and T.V. stations to find names of those responsible for PSA's.
- Network. Make use of any contact you might have who can help.
- Concentrate on pre-program publicity to get people involved. We sent out letters to MARES member companies and to other businesses, enclosing a fact sheet about what the fair will include.
- Consider a logo contest to get members involved at an early date. We offered a prize of a \$100 savings bond to be presented to the winner either at the parenting fair or at the winner's company.
- Investigate the availability of a spokesperson.
- Look into other forms of advertising. We are working to have a blimp for greater awareness of the event.

The most valuable advice to offer is, don't be afraid to try something new and challenging. The exposure and recognition is well worth the effort.

The MARES Parenting Fair, April 4, 1987, will be held in Shriner's Auditorium, Wilmington, MA. For more information, contact the MARES office at (617) 391-2421.



#### NEW CHAPTER ESTABLISHED

On January 21, NESRA chartered the Warren and Youngstown Employee Services Chapter, Warren, Ohio, as its newest addition, increasing the total number of chapters to 36, with 6 being in Ohio. The President and contact of WAYES is Gary Holley from Schwebel Baking Company (216) 783-2860.

#### CESRA PROGRAM REVISIONS COMPLETED

NESRA's Certification Committee has just completed work on revising the CESRA program. The revised program includes a new application procedure, new exam questions and an increase in the nonrefundable processing fee to \$50.

To be eligible for the status of CESRA an individual must satisfy the following prerequisites:

- A. At least 5 years of employee services and recreation management experience in a full-time capacity or
- B. At least 3 years of employee services and recreation management experience as the chief administrator of a program.
- C. Current employment in a full-time position as an employee services administrator.
- D. Successful completion of a minimum of 250 points on the Personal Data Form (included with the application).
- E. Acceptable character, ability and reputation.

Anyone wishing to request an application can do so by calling NESRA headquarters at (312) 562-8130 or by writing to NESRA, 2400 S. Downing Avenue, Westchester, IL 60153.

#### NESRA ANNOUNCES NEW RECOGNITION PROGRAM

Volunteers are the heart of many employee services, recreation and fitness/health programs. Without their help most programs would not be able to continue or even get started. Realizing the need to acknowledge these individuals NESRA has developed the Outstanding Employee Services, Recreation and Fitness Volunteer Leader Program. This annual program recognizes those individuals who have made an outstanding contribution during the year. It will recognize company volunteer work as opposed to community volunteer work except when it is a combination of the two (e.g. United Way and American Red Cross). Awards will be presented during the Annual Conference and Exhibit or Regional Conference and Exhibit the year following the nomination. To find out more, contact headquarters.

#### WEISS APPOINTED TO NESRA BOARD

Gary Roehl, Region III Senior Director, is happy to announce the appointment of Beverly Weiss to the NESRA Board of Directors as Region III Director. Weiss is employed at Botsford General Hospital, 28050 Grand River, Farmington Hills, MI 48024, (313) 471-8654.

**EMPLOYEE  
BENEFITS  
TAX**

Should employers' contributions for health insurance and other employee benefits be taxable income for employees? This controversial issue may be considered in the 100th Congress. The topic is important because extensive employer-sponsored health and life insurance, pensions and other benefits have meant that the United States has been able to avoid the pitfalls of national health insurance and a mandatory pension system. The financial burden of these programs is reduced by the availability of these benefits which decrease the pressure to expand Social Security and Medicare. The private sector can provide these benefits less expensively than the government can, and current tax incentives encourage the private sector to do so. Taxation, a powerful disincentive, may result in a reduced availability of employee benefits. The purpose behind such an action is simply that taxation is expected to raise revenue without directly raising income tax rates.

Recent congressional action included the ruling that the tax-exempt status of employer-provided education assistance and group legal benefits will expire at the end of 1987.

**MANDATED  
PARENTAL  
LEAVE**

The House Committee on Education and Labor reported legislation to require employers with 15 or more employees to provide 18 weeks of unpaid leave for the birth, adoption, or serious illness of a child; 18 weeks of unpaid leave for the care of dependent parents; and 26 weeks of unpaid leave for personal disability. Although the Senate did not act on this issue, the topic of whether or not Congress should dictate employee benefits, such as parental, eldercare and disability leave, regardless of costs to businesses or employees' preference for nonfederalized benefits, is an issue that may also be considered in the 100th Congress.

The United States has relied on the voluntary, flexible free enterprise system to determine the majority of employee benefits, whereas many industrialized countries have chosen to provide --through government fiat-- generous maternal and parental leaves. Opposition to mandated benefits is the number two recommendation of the 1986 White House Conference on Small Business.

Source: 1987 Congressional Issues, U.S. Chamber of Commerce, 1615 H St., NW, Washington, D.C. 20062.

## MOTIVATING VOLUNTEERS

For the manager, keeping a volunteer motivated is sometimes more difficult than motivating the paid employee. According to the American Association of Retired Persons' January, 1987 issue of Law Enforcement Volunteers, maintaining volunteer interest begins at the time of appointment. The following tips, taken from the manual for the San Bernardino Sheriff's Citizen Volunteer Program, San Bernardino, California, are possible performance rewards and recognition approaches which focus on individual needs and contributions.

- Expand the volunteer's area of responsibility based on proven performance.
- Ask the volunteer to orient and train new volunteers in a specific functional area.
- Provide expanded training opportunities for the volunteer based on demonstrated skills or interests.
- Celebrate the successful completion of an important project or report.
- Publicize specific volunteer accomplishments in employee newsletters, annual reports, annual budgets, local media or at public and staff meetings.
- Provide tangible awards, such as recognition pins or certificates that mention specific accomplishments or citl years of service.
- Treat volunteers like paid personnel.
- Get to know volunteers by talking with them over coffee or lunch.
- Find meaningful work for volunteers to do whenever they have free time, or tell them in advance that they can take a day off because there won't be much work to do.
- Pay attention to how volunteers fit into the organization by providing them with work space, supplies, copies of in-house publications, etc.
- Watch for and deal with any problems between paid staff and volunteers.
- Provide assistance and encouragement to volunteers in using their volunteer experience as a basis for finding a paid position.
- Provide a display area for information about volunteers and volunteer projects in progress.

PROGRAM  
PUBLICITY

To achieve maximum participation in workshops or seminars, publicity is the key. Often when the novelty of a program wears off, efforts to communicate program offerings result in set patterns of publicity. The following will help in creatively promoting your programs:

- To improve the effectiveness of the program announcement memo, cut and paste a cartoon or illustration on to the memo to set it apart from normal business correspondence. Illustrations also increase readership.
- To personalize and make a seminar more attractive, place a picture of the presenter or facilitator on the memo. This will help employees visualize who will be giving the session.
- To arouse curiosity, write a topical outline for the session and give it a title that will appeal to people who may be familiar with the general content of the topic, such as stress management. An innovative title, such as "Techniques to Increase Your Psychological Hardiness," may help employees realize that some new material will be covered.
- Enhance the workshop's appeal by adding to the topical outline specific references to situations that are of concern to the workforce. For example, stress associated with year-end sales may be the personal link to getting employees to attend.
- Convey exactly what the attendee will get out of the workshop by placing the workshop content in statements such as "Learn six ways to detect excess personal stress."
- Typeset the memo, if possible, to enhance the program's image. Alternate using program stationery with regular company memo forms to reach employees who automatically "tune out" any message on health promotion program stationery.
- Program reminders should be sent out a week before the workshop to provide a second general message. Emphasize the program's strongest drawing point and identify any incentives for attending, such as books, food, merchandise etc.
- Present short promotional announcements at staff meetings. Give the key information and a few clues about the content. The tone of your voice and the atmosphere you create will shape the listeners' attitudes about attending.

Source: Employee Health & Fitness, Feb., 1987, American Health Consultants Inc., 67 Peachtree Park Dr., NE, Atlanta, GA 30309.

NESRA CHARTERS  
ORLANDO CHAPTER

On February 18th, the Central Florida Employee Services and Recreation Association was chartered. Jim Alexander, NESRA's chapter development advisor, was there to present the charter to Ron Ribaric, chapter president. Ron is employed with Martin Marietta, in Orlando, (305) 356-3365.

FISHING  
CONTEST  
RESULTS

A total of 67 entries were received for the 1986 NESRA-AFTMA (American Fishing Tackle Manufacturers Association) Fishing Contest. Tournament Coordinator Dale R. Hails of Dofasco, Inc., Hamilton, Ontario, reports the following winners:

| <u>Name/Company</u>                  | <u>Catch</u>            |
|--------------------------------------|-------------------------|
| Matt Farbotko, Dofasco, Inc.         | 33.4 1b. Salmon         |
| Robert Bockcher, 3M Club of St. Paul | 19.9 1b. Rainbow Trout  |
| Ken Austin, Soo Line                 | 2.3 1b. Bluegill        |
| Terry Fink, Soo Line                 | 2.3 1b. Perch           |
| Harry Diedenhofen, Dofasco, Inc.     | 14.83 1b. Lake Trout    |
| Alfred Muley, Dofasco, Inc.          | 6.2 1b. Smallmouth Bass |
| William Gibson, DuPont               | 7.9 1b. Largemouth Bass |
| Gerald Puchalla, Onan                | 25.4 1b. Northern Pike  |
| Ted Jonassen, Kohler                 | 28.8 1b. Muskellunge    |
| Robertas Tirilis, Dofasco, Inc.      | 12.2 1b. Walleye        |
| Jack Bellnap, Salt River Project     | 82 1b. Sailfish         |

Congratulations to all winners and participants, and a special "Thank You" to Dale for another fine job of coordinating the contest. Each winner will receive a first-place trophy along with a prize donated by AFTMA.

RESEARCH & PROFESSIONAL  
DEVELOPMENT COMMITTEE  
TO EXPAND NESRA LIBRARY

The NESRA Research and Professional Development Committee is asking NESRA members to share articles, books and ideas concerning employee services, recreation and fitness/health.

If you have an article, please make a copy; if you know of a book, write down the necessary information and if you have program ideas that you would like to share, send them all to Jo Ann Rollins, Integon Corporation, P.O. Box 3199, 500 W. Fifth Street, Winston-Salem, NC 27152.

With your assistance, Jo Ann will work on expanding the NESRA library. As these items are received she will share the information in Employee Services Management or this newsletter.

# KEYnotes

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## THE MONTHLY NEWSLETTER FOR EMPLOYEE SERVICES AND RECREATION MANAGERS

April 1987, Vol. 17, No. 4

### PLUS: THE NEXT PHASE

On April 6, 1987, NESRA was represented at a national press conference held by ABC, Inc. and the Public Broadcasting Service (PBS) to announce the continuation and expansion of Project Literacy U.S. (PLUS). This is an unprecedented national collaborative effort to help combat illiteracy.

In the next phase, PLUS will focus on three areas to help motivate individuals to learn to read and write and to improve upon these skills. The themes are "Civic Literacy," "Literacy and Youth," and "Literacy in the Workforce."

At the press conference, Mrs. Barbara Bush, wife of Vice President George Bush, expressed her thanks to NESRA and all the other organizations that have supported PLUS. Also joining in thanks, were Senator Edward Kennedy, Governor Bill Clinton of Arkansas, and Philadelphia Mayor Wilson Goode.

Of major concern to NESRA will be a special on "Literacy in the Workforce," an ABC made-for-television movie which dramatizes the story of a mid-level manufacturing executive whose latest promotion exposes his inability to read or write adequately. Programming will get underway in September.

Also, a PBS teleconference is scheduled on June 2, from 2-3 p.m. Eastern time, to inform viewers about what the second year of PLUS will include. For more information, call your local PBS station. And on June 23, from 8-10:30 p.m. Eastern time, an ABC teleconference will take place. For more information, contact your local community college.

NESRA members can participate in this cause by contacting one of the four Public Television Outreach Alliance Regional Coordinators to obtain a local contact.

Northeastern Region (CT, DC, DE, MA, MD, ME, NH, NJ, NY, PA, RI, VA, VT), contact Beth Mastin, (703) 998-2722.

Southern Region (AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN TX, WV), contact Jan Davie, (606) 233-3000.

Western Region (AK, AZ, CA, CO, HI, ID, MT, NM, NV, OR, UT, WA, WY), contact Sharon Griggins, (206) 443-6745.

Midwest Region (IA, IL, IN, KS, MI, MN, MO, NE, ND, OH, SD, WI), contact Roselle Kovitz, (402) 472-3611.

## TENT EVENTS

Planning a business meeting, a product introduction, a trade show or a company picnic? Your programming may be more effective in the atmosphere of a tent. Because it is versatile, a tent can adapt to a variety of situations. For example, it can house something as serious as a meeting or as festive as an employee social function. Another plus is that a tent can go anywhere. It can transform a parking lot into a showroom or make the company grounds a meeting place, and there is no need to worry about overcrowding.

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## LEADERSHIP TIPS

Managers are faced with tough choices everyday. Interacting with a variety of people on different levels requires wearing a number of hats. The following are tips for being an effective, competent leader who gets results:

- **Accept responsibility for employee productivity.** A manager's job is to teach people methods of accomplishing goals and guide them in their efforts to be successful.
- **Listen to employee feedback.** No one can motivate a person except the person. If you listen to your employees, you'll be able to identify the motivating factors and use them to reinforce and support people when they need it.
- **Give recognition and praise.** Don't wait for perfect behavior to give praise. Perfect behavior is a series of approximately right behaviors. You can encourage your employees with immediate and specific praising.
- **Ask for help from your supervisor or employees.** Seeking assistance is a sign of thoughtful analysis of the situation. But be sure to ask for assistance early. Waiting until the last minute implies procrastination.
- **Reprimand or redirect appropriately.** Don't reprimand a learner. He or she may not know any better. Learners may try to show initiative, but instead do something undesirable. Redirection or restatement of desired behavior is the best thing to do. If an employee does need to be reprimanded, do it immediately. Don't save your comments and then lose your cool and attack the person.
- **Delegate appropriately.** Delegate only to peak performers who get direction and support from within themselves. Poor management occurs when you delegate to people before they're ready. Develop your employees to be peak performers.
- **Provide feedback.** Feedback is crucial in developing peak performers. Regression occurs when there is no feedback provided to employees. They need to know that someone is watching and that doing their best is appreciated.
- **Give direction.** Every business needs control, structure, and supervision. New employees need a great deal of direction. Close supervision is necessary to assure that goals are reached.

Source: Management World, February/March, 1987, published by the Administrative Management Society, Willow Grove, PA 19090.



1987  
AWARDS PROGRAM

NESRA would like to thank all those who participated in the 1987 Awards Program. All award winners will be notified prior to the National Conference and Exhibit so they can plan on attending the Management Luncheon on May 15, to receive their award. All winning entries will be on display at the Conference near the NESRA registration area.

CALL FOR RESEARCH

If you know of a post-graduate student working towards their Ph.D. or Masters who would like to survey and write their thesis or dissertation for publication, please send each student's name and address to NESRA V.P. Research and Professional Development Sue Potter, Nationwide Insurance Company, One Nationwide Plaza, Columbus, OH 43216.

Sue will mail the student an application form. If the student is accepted, this will serve a two-fold purpose. First, it will help the student to gain exposure through being published and, second, it will help NESRA in developing research that is important to all of us.

NESRA ACKNOWLEDGES  
NEW CESRA's

NESRA congratulates the following individuals who recently passed their Certified Employee Services and Recreation Administration exam:

Angela C. Cerame - Xerox Corp., Webster, NY  
Janet T. Davis - JC Penney Casualty Insurance Co., Westerville  
Joseph W. Gartska, Jr., - IBM Club, Charlotte, NC  
Lynda Hampton - Blue Cross of California, Oakland, CA  
Stacy LaMotta - BMY Recreation Assn., York, PA  
Sandie L. Robillard - 13th Coast Guard District, Seattle, WA  
Leslie Schaffer - Duke University, Durham, NC  
Peter Thallner - Frankfort Hospital, Philadelphia, PA

They will be honored at the Management Luncheon during NESRA's Annual Conference and Exhibit.

GOLF TOURNAMENT UPDATE

The 18th Annual NESRA Region VII Golf Tournament will be held in Palm Springs, California at the new Mission Hills Resort Hotel over the Labor Day weekend, September 5-6. Those member companies interested in participating should contact Bob Couch, 1603 Avenida Silva, Fullerton, CA 92633.

Applications for team entry, rules and registration forms must be obtained and submitted before the May 29, 1987 deadline.

The 19th Annual Region IV Golf Tournament will be held September 12-13 at Ocean Reef and Hilton Head CC Golf Courses with accommodations at the Marriott at Hilton Head, South Carolina. The entry fee is \$25 per person or \$100 per team (4 golfers per team). Send entries to Carol McClure, E.I. DuPont, SRP, 719-A, Aiken, SC 29808.

May 1987, Vol. 17, No. 5

## NONPROFITS UNDER SCRUTINY

A model law to regulate fund-raising has now been approved by the National Association of Attorneys General and the National Association of State Charity Officials. The new law to be recommended for adoption by state legislators would require charitable, health, research, cultural and employee organizations to register, pay fees and file annual financial reports and other documents in each state where they solicit funds. The Public and Government Affairs Committee is reviewing NESRA's stand on this particular issue.

Competition between nonprofits and businesses continues to be scrutinized by Congress due to increasing complaints by tax-paying businesses that nonprofits are trespassing on their territory. A recent survey by the General Accounting Office found that 84 percent of research businesses and 90 percent of racquet-sports businesses complain that exempt universities and fitness groups are competitors that have an unfair advantage. NESRA has joined a coalition with other major nonprofits to maintain exempt status for our tax-exempt employee associations.

Randy Schools has attended several meetings of Congress and the American Society of Association Executives to keep our members informed. Congressional hearings addressing this issue are currently slated to begin in June.

## LIABILITY INSURANCE STUDY

On April 8, the Senate passed bill S.677, the Federal Trade Commission (FTC) Reauthorization Bill, which included an amendment requesting the FTC to conduct a study on liability insurance. The bill directs the FTC to conduct a comprehensive study on the increased cost of liability insurance for day-care centers and other nonprofit organizations over the past seven years. The study will investigate the relationship between premium increases and the degree of competition within the market.

## POSTAL INCREASE

The U.S. Postal Service Board of Governors met this month in Dallas, Texas and decided not to seek a postage increase. For your budget information, expert postal watchers predict the next stamp increase will be three cents and go into effect in September, 1988.

## UNFAVORABLE REFERENCES LEAD TO LITIGATIONS

Nearly 75 percent of today's job seekers do not have their references checked by prospective employers, according to James E. Challenger, president of a Chicago-based international outplacement consulting firm. The firm's surveys indicate that most employers are not attempting to check a candidate's references because the former employers are not expected to cooperate. The reasons have to do with the possibility of potential litigations.

Employers who give an employee a bad job reference are risking that their words will come back to haunt them as they become defendants in expensive and publicly damaging legal actions. According to Challenger, the number of lawsuits filed yearly against employers has more than tripled since 1975, a pace that continues to escalate rapidly. While most of the early legal action concerned charges of age discrimination, the field of litigation has broadened in more recent years to include allegations of libel and slander.

Juries in these cases often side with the ex-employee against the corporation, resulting in large damages and monetary penalties assessed against a number of firms.

## MANAGING SELF- ACTUALIZED WORKERS

Inner-directed workers will become increasingly common and will bring with them special problems for management, according to Marsha Sinetar who is a psychologist and also heads a human-resource development firm in Bethesda, Maryland. More employees are becoming interested in their own psychological, physical and emotional well-being, and, once having found themselves, such individuals are hard to manage.

The very workers that business covets--self-motivated, mature, intelligent, and goal-oriented--are the first ones to leave an organization when things don't suit them. More than half of all Americans claim they are involved in some type of inner-growth process and Sinetar sees a direct link between self-actualized workers and the rise in entrepreneurship in business. Interviews with inner-directed adults show their great similarity to entrepreneurs in both working habits and personal characteristics. Both desire autonomy in their work and the chance to achieve visible results, with "success" defined in more than merely monetary terms.

The challenge facing management is to keep pace with rapidly evolving workers. Sinetar notes that some companies are already experimenting with creative compensation packages designed to attract and keep self-actualized workers. Sabbaticals, flextime, wellness or fitness centers, and multi-levelled decision-making groups are all being tried out by progressive companies that wish to retain the services of such workers.

PLANNING COMPANY  
ANNIVERSARY  
CELEBRATION

With the many mergers taking place and rapid growth that some companies are experiencing, employees may feel alienated or need a morale boost. A company anniversary celebration is an excellent way to promote a strong familial feeling, educate the employee population about the history of a company and instill confidence and pride in the organization--and, of course, boost morale.

The Port Authority of New York and New Jersey planned a successful 65-year anniversary celebration after analyzing background information to determine the growth experienced by the organization and the need for such an event.

First, they discovered that the last 10 years accounted for the largest growth in their history. With the large number of new employees, the Port Authority required some way of sharing with those new people their history and traditions in a fresh and unique way in order to assimilate new staff members into their corporate culture. The task included unifying over 10,000 employees in 26 locations (including overseas offices).

The next step included undertaking a program of depicting and marketing their traditions by graphically conveying the theme in the form of a calendar to the staff at all levels.

To remind employees of this key date in the Port Authority's history, an agency-wide birthday party was organized which included actual birthday cakes that were delivered with coffee to each staff member of all Port Authority facilities. By having a birthday party, uniquely celebrated at each location, they were able to show that no matter how diverse the employees' roles in the agency, they all, for one day, shared a common experience, common bond and common goals. The event was publicized by using a number of posters and it was also covered extensively in their house newspaper.

The success of the program was measured by the enthusiasm captured in photographs taken. The pictures were made into a poster which depicted almost 400 happy employees celebrating the anniversary of their organization. The calendar not only served as a memoir of a pleasant experience, but also will continue to serve as a public relations tool. Also, letters from employees indicate that the older workers were honored by calling attention to the events they experienced over the years, and the newer employees were flattered to be welcomed and introduced into the organization in this manner.

If this type of event is the first of its kind in a corporation, it will have laid the groundwork for future events. The Port Authority relied heavily on facility coordinators who are now equipped to implement similar activities.

BOWLING TOURNAMENT  
WINNERS ANNOUNCED

A total of 328 teams from 30 companies participated in the men's, women's and mixed divisions of NESRA's 16th Annual Mail-O-Graph Bowling tournament, co-sponsored by Brunswick Recreation Centers. The tournament national winners were:

Men's Division: "Coneheads," Bruns Harbor Activities Assn.  
Women's Division: "Falkey's Five," Dept. of Health & HS/Seattle  
Mixed Division: "High Rollers," Dept. of Health & HS/Seattle

Regional division winners were as follows:

Region I: Men's: "Brand Rex Company," Brand Rex Company  
Women's: "A Team," Avco Systems Textron  
Mixed: "Reconstructed," Raytheon Company

Region II: Men's: "Zingers," Fisher Guide  
Women's: "Kentucky Rollers," Western-Southern Life  
Mixed: "Mixed 6/7/14," Honeywell Federal Systems

Region III: Men's "Motorola," Motorola, Inc.  
Women's: "VB#16," Ball Memorial Hospital  
Mixed: "B#7," Ball Memorial Hospital

Region IV: Men's: "Data Sets," Employee Activities Florida Power  
Mixed: "Pin Rips," E.I. DuPont/Savannah River

Region V: Men's: "Bus Boys," Rockwell International  
Women's: "Strike Sisters," Kohler Company

Region VI: Men's: "Strokers," Parks & Recreation of San Antonio  
Women's: "?," Parks & Recreation of San Antonio  
Mixed: "Holy Rollers," Gates Rubber Company

Region VII: Men's: "BEBA #1-Team 2," The Boeing Company  
Women's: "Alleytaters," Dept. of Health & HS/Seattle  
Mixed: "UFO's," The Boeing Company

Region VIII: Men's: "Concast," Algoma Steel Corporation  
Mixed: "Merineau," Great Lakers Athletic Association

PLACEMENT SERVICE  
MATCHES EMPLOYERS  
WITH EMPLOYEES

NESRA'S Placement Service acts as a liaison between our member organizations seeking qualified employee services, recreation and/or fitness/health personnel and individuals wishing to seek employment within the field. At headquarters we maintain a file of resumes of qualified candidates.

To prospective employers: If you have an employee services, recreation and/or fitness/health opening, contact NESRA headquarters, supply us with the details of the opening and then we will send you resumes of various candidates you will want to consider. We will do your pre-screening for you, thereby saving you time and effort.

To prospective placement members: Contact NESRA headquarters and we will send you information on how our Placement Service will help you in your job search.

## UBIT HEARINGS BEGIN

On June 22, 1987, congressional hearings reviewing the Unrelated Business Income Tax (UBIT) statute will begin. This issue is extremely important to associations because the statute spells out what types of activities are exempt from federal income tax. Because tax-exempt organizations have become more aggressive in undertaking commercial activities, for-profit businesses have complained that tax-exempt organizations have an unfair advantage. In light of this concern, the UBIT statute, will be thoroughly reviewed by the House Ways and Means Oversight Subcommittee. This congressional review will be extremely complex and comprehensive, and could profoundly affect the way associations do business.

There has been substantial growth in the tax-exempt sector of the economy. Traditional concepts about nonprofits are changing, mainly because they offer a greater number of products and services. Distinguishing between "donative" organizations and "commercial" nonprofits, is an example of the kinds of distinctions that need to be made. Even the term "nonprofit" is being re-evaluated.

The courts and the IRS have applied and interpreted the UBIT statute for the past 37 years. However, in determining whether an association has conducted an unrelated trade or business, different authorities dealing with identical facts and circumstances have given different answers. Therefore, there are no concrete rules for determining unrelated-business taxable income.

The American Society of Association Executives (ASAE) supports preserving the UBIT statute in its current form. The congressional review could ensure that the UBIT rules are clearly understood and followed by the entire tax-exempt community. On the other hand, the review may be an inappropriate forum for addressing allegations of unfair competition, because wholesale statutory changes would penalize all nonprofits, instead of the few that may engage in questionable or unjustified activities. ASAE and other associations have developed a number of recommendations for addressing allegations of unfair competition. Any input you have regarding UBIT may be beneficial to the cause. Contact Robert S. Hanes, CAE, UBIT Survey Project, at the address below.

Source: Association Report, May, 1987, a publication of ASAE, 1575 Eye Street, N.W., Washington, D.C. 20005.

## NEGOTIATING TACTICS

There is a direct and crucial link between effective leadership and negotiation. Because the average manager spends as much as 20 percent of his/her time attempting to resolve conflicts, negotiating skills are important. When dealing with fellow employees, factors such as status, respect, services, recognition, freedom, security, time or work load may be involved. It is helpful to view negotiations as a problem-solving process. The following steps, recommended by Dr. Eugene Mendosa of the International & Domestic Negotiating Institute, Red Bluff, California, may help.

**Define the problem.** Once you have an inkling that something is wrong, define the problem in clear terms in writing. Don't let the problem fester or it will be taking up your time, sapping your energy and possibly destroying critical relationships with fellow workers. Ask yourself the following question: What is the source of the problem? Who is involved? Is the problem internal or external? What aspects require outside help?

**Decide what you want.** Most of us don't know what it is we want in a given situation. If a problem arises, we usually deal with it in the pit of our stomachs on an emotional level first--it doesn't get to our brains until later. Emotions are the enemy of a good negotiator. Try to control your emotions and remove any fear you might have about the situation by asking yourself, "What's the worst thing that could happen?" That gives you a bottom line and some parameters within which to search for solutions. You need to explore options, narrow them down and finally choose what it is that you want to happen.

**Design a possible strategy.** Strategy is a plan of action designed to achieve your objective. Timing is important. Choose the best time to get a positive response--when the other person is free to focus on what you're saying. Another key to strategy is the setting. Try to choose a setting that is nonthreatening, neutral and puts all parties at ease.

**Take risks.** Without self-trust you can't take risks. Each time you take a risk, you increase your self-esteem. Listen to your inner voice. You'll know when you're ready to move. Deal with your "disaster fantasies." These fantasies occur when you're dealing with a problem that is so critical to your own survival or self-esteem that deep anxieties are aroused. Examine the reality of your options so that you have something concrete to pit against the scary scenarios produced by your imagination. Preparation and attitude are important.

Remember, negotiating should not be a contest of wills. If a methodical system of negotiating tactics are used, the end result will be "win-win" solutions to seemingly "no-win" situations.

PROGRAM IDEA:  
HUMOR WORKSHOP

Planning a workshop purely for the purpose of providing humor, entertainment and relief from stress can be a worthwhile program in almost any corporate situation. For example, a company having to lay off employees may need some kind of program to cut the tension. After the changes have been completed in this situation, morale problems often continue to exist. Even as businesses become more competitive and employees are asked to put their noses to the grindstone, a program involving humor can be healthy.

Of course, depending upon the situation, the speaker or leader of a humorous, stress-relieving workshop must be carefully chosen. In the case of impending dismissals, a humorous seminar could be considered a slap in the face. But the Wall Street Journal reviewed a successful speaker who performs a series of workshops called "Humor, Risk and Change." C. W. Metcalf of C. W. Metcalf & Co., based in Fort Collins, Colorado, is a funny-face coach, mime, stand-up comedian, lecturer and soapbox preacher. Although his business is humor, one thing he takes seriously is his purpose which is: to limit the emotional toll at a company under the gun.

At one particular company where 11,000 of the 28,000 employees were dismissed, Mr. Metcalf's workshop received high marks. His session included instructions on how to make a "bat face" and how to release a "wolf howl." One moment he was discussing studies about the effect of emotions on the immune system and the next, he was portraying a "curmudgeonly executive attempting a belly laugh for the first time," the Journal reports. Within this particular company, for a time following the seminar, "bat faces" flashed as elevator doors began to close, and occasionally a group of computer specialists would burst out in "wolf howls."

The speaker chosen for this program should be able to communicate the value of humor as a sense of perspective. If the workshop is a mixture of entertainment and practical coping techniques, employees may feel compelled to discuss personal matters with this person. This was also the case with Mr. Metcalf who counseled about 50 workshop attendees at one particular company.

Keep in mind that recreation programs can also be presented as a vital source of stress-release during corporate change. The role of recreation programs is extremely valuable as a source of camaraderie, fun, physical and emotional release, a morale boost, and overall prevention of stress-related illnesses. Both humor and recreational activities are a divergent, a break, an opportunity for interaction. Whether it be exchanging "bat faces" or joking about the hit that went for miles--in the wrong direction, the result is the same--a shared laugh.



NESRA ANNOUNCES  
1987 PHOTO  
CONTEST WINNERS

Nearly 360 individuals from 41 member companies participated in this year's Photo Contest. A total of 789 entries were received (the most since 1982), and the award-winning photos were on display at NESRA's National Conference in Minneapolis-St. Paul. Special thanks go to Contest Chairman George Stark from McDonnell-Douglas Corp., his team of professional photographers who judged the entries and C.S. Photo, Employee Photo Service, Guardian Photo and Phototron Corp. who co-sponsored the contest and donated some fine prizes. Following are the first-place division winners:

BEST IN SHOW

FLIGHT AT DUSK  
Linda Dobesh  
General Mills

DIVISION WINNERS

SLIDES

SUN/HUMMING BIRD  
Carol Winch  
3M

COLOR PRINTS

RED BIRD #3  
Leo Moulton  
MDC

B&W PRINTS

CHILD WITH A CHILD  
Jim Grider  
General Dynamics

CLASS WINNERS

SLIDES

Nature SUN/HUMMING BIRD  
Carol Winch  
3M

Scenic BLUE HERON #1  
Doug Nelson  
3M

Human PORTLAND FIRE  
Interest Randall Landry  
AT&T

Open RAINBOW WALK  
Guy Marlow  
Lockheed-Georgia

B&W PRINTS

Nature TREE IN THE AUTUMN  
MOONLIGHT  
James Sloan  
Rockwell

Scenic BALBOA PARK  
Cherie Coates  
Sutter Biomedical

Human CHILD WITH A CHILD  
Interest Jim Grider  
General Dynamics

Open MELISSA  
Guy Marlow  
Lockheed-Georgia

COLOR PRINTS

Nature RED BIRD #3  
Leo Moulton  
MDC

Scenic COMING HOME  
Lynn Kirby  
Martin Marietta

Human EGYPT IN LOVE  
Interest David Sherman  
ABC

Open RUSTIC RUIN  
Milan Sedio  
Honeywell

July 1987, Vol. 17, No. 7

## UBIT HEARINGS HEAT UP

Congressional hearings concerning the Unrelated Business Income Tax (UBIT) began Monday, June 23, and lasted for five days. House Ways and Means Committee Chairman Dan Rostenkowski (D-IL) asked the Oversight Subcommittee and its chairman, J.J. Pickle (D-TX), to conduct a "comprehensive review of the federal tax treatment of the commercial and other income-producing activities" of tax-exempt organizations. Pickle claimed that the UBIT issue was an unclear area much in need of review.

The major concern to the NESRA membership is employee associations affected by Section 501C-4 in the area of fitness club membership, travel programs, and company stores. Attention was focused on the fitness/health and travel areas. For example, the YMCA defended itself by stating that it belongs to a community, serves all income levels, offers lifetime commitment and provides more programs than health clubs ever will. Richard Betts, president of the YMCA of Philadelphia said, "YMCA is driven by the desire to respond to the needs of the people, not the markets."

According to the IRS, more than half of the 29 nonprofits reporting incomes of more than \$2 million in unrelated business paid no tax. And for-profit businesses claim that there are other breaks: lower postal costs, volunteer labor, property tax exemption and a "good guy" image. Spencer Garrett, president, Pierpont Racket Club, Ventura, California, said "The YMCA wants the best of both worlds--they want to run a business but be tax exempt like a charity."

Attention was also focused on corporate travel programs. Earlene Causey of the American Society of Travel Agents, Inc. claimed that nonprofit travel services are at an unfair advantage since they enjoy a psychological edge over the for-profit businesses. Causey said that the consumer will more likely travel with the nonprofit organization because the profits go to charity or some other worthwhile cause. She also charged that there is a continuing pressure to get into the travel business and that this is detrimental to free enterprise.

The hearings are being covered by Catherine Christ, management intern for Randy Schools, Vice President of Public and Government Affairs. Written and oral testimony on NESRA's behalf will be given to the House Ways and Means Committee.

NATIONWIDE  
FITNESS PROGRAM

Motivating employees to participate in fitness or recreation is a constant challenge for employee services and recreation managers. Perhaps corporate involvement in the Presidential Sports Award nationwide program can be the start of a long-term fitness commitment.

This program, involving 43 sports and physical fitness activities, was established in 1974 with the goal of motivating individuals to participate in sports and exercise programs on a consistent, long-term basis. Anyone 15 years of age and older is eligible to participate by writing to the Amateur Athletic Union, which has been named as the administrator of the program, to obtain a log sheet and then keeping a record of activity. When the requirements for a particular sport are met, the individual is eligible to receive a Certificate of Achievement signed by the President of the United States and a Presidential Sports Award emblem.

A wide range of sports run alphabetically from archery to weight training. Included are traditional sports such as cycling, jogging, basketball, racquetball, soccer, swimming and tennis; and less traditional such as orienteering, skeet-shooting and rifle. For example, a person wishing to qualify in jogging must jog a minimum of 125 miles in a four-month period. No more than two-and-one-half miles in any one day may be credited to the total. Similar requirements based on number of games played, time participated, or distance traveled are established for the other sports.

Earning the award means that you have put in time and effort to meet the challenge of personal fitness. The award recognizes this achievement and the fact that you are part of a nationwide effort toward a healthier America.

Employee services and recreation managers can easily implement this program and include families of employees as well as initiate a friendly competition among fellow employees or nearby corporations.

George Allen, chairman of the President's Council on Physical Fitness and Sports, writes in his letter to award recipients, "Consistency is the truest measure of performance. Almost anyone can have a great day, or even a good year, but true success is the ability to perform day in and day out, year after year, under all kinds of conditions. Inconsistency will win some of the time; consistency will win most of the time."

For more information or to obtain fitness logs, contact Presidential Sports Award, AAU House, P.O. Box 68207, Indianapolis, IN 46268.

## INTRODUCING SPEAKERS

Whether you will be introducing one speaker to a large audience or a number of speakers for meeting, a well-organized and well-delivered introduction not only is a credit to the introducer, but also helps the speaker to get off to a good start. In introducing a number of speakers at a given event, it is important to know the purpose of the event. Does the presentation seek to inform, promote or motivate? Once this is established, the introductory script will be more cohesive.

You may also need to meet the speaker you will be introducing, even if it's just through a phone call. If you do not have this opportunity, be sure to check his/her position and background. If this is not obtainable, consider the objectives of the presentation and write a general introduction that the speaker can adapt to his/her own style.

If possible, try to incorporate the theme of the convention or purpose of the meeting in the introduction--as a fresh approach to repeated introductory formats.

Dale Carnegie makes the following suggestions for organizing your ideas for making a speech of introduction.

Use the T-I-S formula:

- T stands for Topic. Speak first of the topic, giving the exact title of the talk.
- I stands for Importance. Then tell the audience why this topic is important to this particular group.
- S stands for Speaker. Finally, give the audience your speaker's qualifications. As the final two or three words of your introduction, give the speaker's name. Be sure to say it clearly and distinctly.

Suggestions for delivering your talk:

- Be brief. It is not necessary to speak more than sixty seconds--preferably less.
- Speak informally--just as you would across the dinner table.
- Be enthusiastic about your assignment. Be animated. Be alive. Make your introduction sparkle. You owe it to the person you are introducing and to your audience to put a great deal of zip into your talk. Act as if you were privileged to introduce this speaker.
- Above all, be warmly sincere. It is discourteous to be otherwise.
- In introducing a speaker, never try to be humorous unless you are positive that the mantle of Mark Twain has descended upon your shoulders.
- Never memorize a speech of introduction.

NESRA CHARTERS HARTFORD  
AND JACKSONVILLE  
CHAPTERS

On June 10, NESRA Chapter Development Advisor Jim Alexander traveled to Hartford, CT, to present a charter to the Connecticut Employee Service and Recreation Assn. and its President Dennis Mullen from Pratt & Whitney Aircraft Club.

On June 12, Region IV Director, Cheryl Merkerson traveled to Jacksonville, FL, to present a charter to the Northeast Florida Employee Services Assn. (Jacksonville) and its President Dr. William H. Tomlinson from the University of North Florida.

For more information on these two new chapters you can contact Dennis at 203/565-6236 or Bill at 904/646-2781.

1987 NESRA/NRA RIFLE-  
PISTOL TOURNAMENT

The NESRA/National Rifle Association's rifle-pistol competition consists of individual as well as four-person team matches in the categories of .22 caliber rifle, .22 caliber pistol, 10 meter precision air rifle and 10 meter precision air pistol.

National and regional winners were named in both individual and team matches. National winners are as follows:

| <u>Event</u>                                       | <u>Winner</u>                       | <u>Score</u> |
|--|-------------------------------------|--------------|
| .22 Caliber Individual Rifle.....                  | P. Durben.....<br>3M Company        | 198          |
| .22 Caliber Team Rifle.....                        | 3M Company.....                     | 785          |
| .22 Caliber Individual Pistol.....                 | R. Plante.....<br>Ford Motor Co.    | 197          |
| .22 Caliber Team Pistol.....                       | Pratt & Whitney #1..                | 758          |
| .22 Caliber Ind. Women's Rifle.....                | S. Kulzer.....<br>3M Company        | 195          |
| .22 Caliber Ind. Women's Pistol.....               | S.L. Ruffing.....<br>3M Company     | 169          |
| 10 Meter Precision Ind. Air Rifle...               | P. Durben.....<br>3M Company        | 194          |
| 10 Meter Precision Team Air Rifle...               | 3M Company.....                     | 755          |
| 10 Meter Precision Ind. Air Pistol..               | N. Cirardin.....<br>Pratt & Whitney | 197          |
| 10 Meter Precision Team Air Pistol..               | Pratt & Whitney #1..                | 752          |
| 10 Meter Precision Ind. Women's<br>Air Rifle.....  | S. Kulzer.....<br>3M Company        | 188          |
| 10 Meter Precision Ind. Women's<br>Air Pistol..... | S. Kulzer.....<br>3M Company        | 180          |

Special NESRA thanks go to Tournament Coordinator John Grubar, NRA director competitions division, and his staff for once again running such a fine tournament.

August 1987, Vol. 17, No. 8

### LIABLE VOLUNTEERISM

NESRA's Vice President of Public and Government Affairs Randy Schools met with Representative John Porter (R-IL), of the HR-911 Volunteer Protection Act of 1987, to bring forth NESRA's viewpoint regarding this legislation. Currently, Representative Porter has 116 co-sponsors for the act. The next step before the bill becomes a law, will be a series of scheduled congressional hearings. He encourages members of associations to contact their state legislatures and point out the value of volunteerism.

Porter noted that the actual number of suits against volunteers is relatively small, but that the importance of the issue is in the perception of the problem by prospective volunteers. He added that the issue does have a chilling effect on the recruitment of volunteers for programs.

In regard to working with your state legislatures, Representative Porter said, "Go to their offices, pound on their desks, grab them by the lapels and make the depths of your emotions known on this issue of liable volunteerism."

Porter also pointed out that state level lobbying, on behalf of volunteer protection legislation, is the real answer to the problem. He stated that the whole rationale for a national act was to shake the state into doing something.

Iowa has taken the lead in this effort and it now has a comprehensive bill covering nonprofit organizations, officers, directors, employed members and volunteers.

### PLUS UPDATE

On September 13, ABC will present the made-for-television movie, "Bluffing It," which features Dennis Weaver as a mid-level manufacturing executive whose latest promotion exposes his inability to read or write adequately.

On October 21, a major PBS special on Illiteracy in the Workplace will be broadcasted. That morning Barbara Bush will host a national "PLUS Business Breakfast" for government and business leaders in Washington, D.C., while at the same time, many local PBS stations will host their own PLUS breakfast shows.

## STEALING TIME

The most costly form of employee theft is theft of time, according to experts. Employees who willfully waste their paid working hours are just as guilty of stealing from their companies as they would be if they took money or materials.

Robert Half, president of an international New York-based recruiting firm, conducted a "time theft" survey revealing that U.S. employees stole an estimated \$170 billion worth of time last year. Since 1970, Half has been surveying presidents, vice presidents and personnel directors in over 300 large and medium-sized companies. Results indicate:

- Weekly per-employee time theft within individual companies ranges from as low as 10 minutes to as high as 22 hours. The average is 4.5 hours a week or six workweeks a year.
- Permanent employees steal more time than temporary.
- Government employees steal more time than those in the private sector.
- The longer people have worked for a company, the more time they are likely to steal.
- Office workers steal more time than manufacturing employees.
- Workers under age 30 steal more time than older workers.
- There is no significant difference between men and women in terms of time theft.

To combat the problem of time theft, employers must set the pace, insist on high performance and reward employees accordingly. Andrew Sherwood, chairman of the largest full-service human resources management consulting firm in the world, offers the following tips:

- Set an example and act as a role model. Show employees that their boss is the hardest worker in the company.
- Establish clear, feasible rules and enforce them with everyone.
- Observe employees 15 minutes after starting and before quitting time, coffee breaks and lunch.
- Communicate with employees about what they should be doing and how they should proceed with meeting their deadlines. Employees often waste time when their priorities are not clear.
- Demonstrate that hard-working, loyal employees are appreciated by giving special recognition to those deserving.
- Help employees recognize that they can contribute to the overall success of the company and how their efforts can influence promotions and income.

Experts agree that the greatest damage is done by those who steal time consistently and calculatngly.

Source: Nation's Business, June, 1987.

## WELLNESS PLUS PROGRAM

It began as a challenge by the Coors corporate vice president of sales and marketing who wanted a program to benefit his staff which traveled and was under considerable daily stress. Dan Bunch, wellness specialist, accepted the challenge and developed the Wellness Plus Program.

The process started by forming a wellness task force which included employees of the sales and marketing staff, who identified what the objectives of the program should be. They found that the program needed to be broad-based in order to reach employees who regularly exercise and those who do not. Participation needed to be made attractive and be rewarded with incentives.

From these meetings, the wellness task force developed a seven-part checklist to be used by participants. The checklist was divided into the following areas: "The Big Three" (smoking, blood pressure and cholesterol), "Nutrition," "Exercise," "Lifestyle Habits," "Mental Health/Stress," "Healthscreening," and "Accomplishments."

Points were assigned to each area. Some of the ways to score in Wellness Plus were as simple as buckling up seat belts or getting cholesterol levels checked. The more employees improved their health, the more points they received. Exercise was not a requirement to be a Wellness Plus winner. Incentives such as sweatshirts were given to the top point-getters.

"Exercise is an important component of wellness, but it is only part of the program," Bunch said. "We want people to look at all areas of their lives to establish a balanced approach to long-term wellness."

Wellness Plus was overwhelmingly received by the sales and marketing employees. After seeing the positive results, Company President William Coors challenged other departments in the company to participate in a type of inter-departmental competition.

From the program's inception in April, 1986, through December, 1986, 90 percent of the approximately 6,000 Coors employees participated. The program has seen encouraging results including: 12 people quit smoking, 49 lost weight, 52 increased seat belt usage, 23 lowered blood pressure and 18 experienced other positive changes.

There are not any regimented requirements in the program. Employees simply fill out the Wellness Plus checklist, look at areas in which they are weak and find ways to improve.

Besides having management support and reaching all levels of employees, other elements contributing to the success of the program include peer support and employee competition.



REGIONAL CONFERENCE  
UPDATE

Finishing touches are being put on the following three NESRA regional conferences and exhibits to be held this fall:

Region VII Conference and Exhibit

September 23-27, Westin Hotel, Seattle, Washington

Theme: "We As One - Working Together For Positive Employee Relations"

Hosted by: Seattle Employee Services and Recreation Assn.

Contact: Darrell Gosho - (206) 464-2385

"'We As One' can be the foundation of a working philosophy for any organization that wishes to further distinguish its own margin of excellence," says Conference Chairman Darrell Gosho. "Through the delicate meshing of management, program administrators and volunteer leaders, this Conference will ultimately lead all fronts to unite under one umbrella for a cohesive and successful team approach. Whether you are a full-time, part-time or volunteer administrator there will be something for you at this Conference."

Region I Conference and Exhibit

October 15-17, Rochester Plaza, Rochester, New York

Theme: "Employee Services - A Quality Investment"

Hosted by: Rochester Area Recreation and Employee Services

Contact: Scott Baker - (716) 422-4101

"I cordially invite you to attend," says Program Chairman and RARES President Chris Hutchinson. "You will not only learn a wealth of information by attending the many workshops and seminars, but will also enjoy the social events we have planned."

Region VI Conference and Exhibit

October 29-31, La Mansion Del Rio, San Antonio, Texas

Theme: "Discovering a River of Resources"

Hosted by: San Antonio Corporate Recreation Assn.

Contact: Tamra Torres - (214) 462-4265

"Responding to input from Region VI members, the San Antonio Conference Committee has put together an outstanding program," says NESRA Region VI Senior Director Tamra Torres. "Indications are that attendance will be high and the exhibit hall will be full with representatives offering unique services and products for attendees. Don't attend this conference unless you are planning on 'Discovering a River of Resources'."

LOOK TO NESRA  
FOR RESOURCES

NESRA headquarters maintains resource files which contain information to assist members with their programming needs. Whether it be a question regarding program safety, program liability, child care, fund-raising ideas or wellness, we have the resources for you--and they are free.

So, next time you need answers to your programming questions, think of NESRA. Help is only a phone call away. Simply call (312) 562-8130 and we will go to work for you.

September 1987, Vol. 17, No. 9

### COMMUNICATING WITH CONGRESS

A number of important legislative issues such as the Volunteer Protection Act, Unrelated Business Income Tax, Employee Benefits Tax, Mandated Parental Leave, etc. have been addressed in Keynotes. Because NESRA members can have an impact on these issues, the following tips will assist you and your chapters in communicating with members of Congress.

- Identify the subject(s) in which you are interested, not just House and Senate bill numbers. Remember, it is easy to get a bill number incorrect.
- Restrict yourself to one or two topics and concentrate your arguments.
- Put your thoughts in your own words, especially if you are responding to something you read. Members of Congress may discount letters with identical wording, thinking you are part of an organized pressure campaign.
- Try to establish a relationship with your own representative and senators. If you don't know whose district you are in, call your local county voter registrar and give your zip code.
- Communicate while legislation is being considered by congressional committees and subcommittees, as well as when it is on the House and Senate floor.
- Find out the committees and subcommittees on which your representative and senators serve. Members of Congress have much more influence over legislation within their committees' and subcommittees' jurisdiction.
- Present the best arguments in favor of your position and ask for your member's consideration. Don't ever threaten or hint that you will not vote for the person if they don't support you.
- If you are a spokesman for a group, be sure to mention it, otherwise write members as a constituent.

Source: "A Guide to Communicating with Members of Congress," pamphlet published by the U.S. Chamber of Commerce, 1615 H. Street, N.W., Washington, DC 20062.

## MANAGING THROUGH MENTAL IMAGERY

Mental imagery or visualization is a technique that can greatly enhance a manager's performance. The process involves developing a vivid and specific mental picture of a particular thing, event or scenario. With this pattern firmly implanted in the mind, a person acts to achieve the desired image or picture. The process is quite complex, involving a number of psychological functions such as conscious and unconscious thought, perception, memory and learning. Mental imagery has been shown to work in a number of fields and is now being applied to management. The following three management actions can be enhanced through imagery:

- **Strategic Planning.** Forecasting, scenario development, market analysis, internal assessment, goal setting and action planning have all been enhanced by using a series of guided imagery exercises in each of these areas.
- **Problem Solving and Decision Making.** Imagery has been used as a method to determine the cause of a problem and as a way to develop and implement solutions. This is done by mentally visualizing what is actually involved in solving a particular problem. Then the manager clearly thinks through the behavior and speech of those holding the solution to the problem. In many cases, managers fail to realize the different actions of other people needed to resolve a problem or carry out a decision. Using a good imagery exercise can help clarify specific actions and people involved.
- **Interpersonal Communication.** Imagery can be used to help formulate clear messages, to aid listening skills and to enhance presentation skills. Mental presentation rehearsal is one particularly successful technique which involves mentally rehearsing a specific presentation to be made to another individual or group. For example, a manager would actually see and hear him/herself say the words he or she plans to say and would visualize the reaction of the other person or people, including their facial expressions and the words they would say. Then the manager would see and hear his/her reaction and continue to play out the scenario as he/she thinks it will occur.

Successful use of imagery requires the manager to take the scenario a step further. He or she must not only visualize the situation as it could happen, but also as he or she wants it to happen. This is sometimes called power imagery or positive imagery.

Visualization is a fairly simple but powerful tool that can be learned by anyone willing to practice the technique.

Source: Management World, April/May, 1987.

CHRISTMAS DINNER  
DANCES AT FMC

At FMC in San Jose, California, the Christmas Dinner Dances are attended by nearly 800 employees every year and are probably the most memorable event that they sponsor. A description of their program may be helpful in planning your Christmas events.

The planning process begins by reserving a hotel and the choice dates at that facility. Each year, a different theme is selected. Themes range from "Winter Wonderland" to "Magical Christmas." Emphasis is placed on recreating the spirit and magic of Christmas.

Two major methods of publicity are utilized to promote the event. Approximately one and one-half months prior to the ticket sale deadline a "coupon" is stuffed into every employee's paycheck. A full-page advertisement also appears simultaneously in weekly editions of the company newsletter.

Members of the Activities Committee volunteer to serve as ticket sellers in the various locations around the office so that all employees have a convenient location to purchase their tickets.

Special room rates are arranged at the hotel for the evening so that employees do not have to drive home if they choose not to do so. The Activities Committee shares the responsibility of selecting the door prizes to be given away. Employees must be present to win. The winners are given an envelope stating their prize and to pick it up in the Activities Office the following week thus eliminating having to worry about their gift the entire evening.

Dinner Dances are offered two different nights with two different types of music. The dances are usually held on consecutive Friday and Saturday evenings with Top 40 music one night and Country & Western the other. A professional decorating agency is brought in to decorate the ballroom.

As the employees arrive at their "magical" Christmas dinner dance a mime greets the ladies with a red rose. As they ascend the stairway they are greeted by a string quartet one night and a brass quartet the other night. A professional photographer is set up to take pictures. Magicians stroll during the dinner hour performing magic at the tables. A professional magician/illusionist performs an outstanding show in which the members of the audience are involved. The centerpieces are also given away during the door prize drawings. The band (which is selected by the Activities Committee) then proceeds to play for the remainder of the evening. A memorable evening is had by all.

(The 1986 FMC Christmas Dinner Dances were awarded a Certificate of Excellence by NESRA at this year's Annual Conference and Exhibit.)

PUBLIC AND GOVERNMENT  
AFFAIRS COMMITTEE  
NEEDS YOUR HELP

The Public and Government Affairs Committee would appreciate your assistance. One of the objectives of NESRA's Strategic Long Range Plan is to obtain a national spokesperson. The committee is now putting together a list of possible candidates, and would appreciate your assistance in naming possible candidates. One of the major objectives is to find a nationally known sports figure who is now a member of the management staff of a major corporation, with a sincere interest in recreation and employee services. Please send your comments and names of possible candidates to: Randy Schools, V.P. Public and Government Affairs, 1 Radburn Court, Rockville, MD 20850.

Also, the Public and Government Affairs Committee is in the process of making a video tape on how to sell top management on an employee services and recreation program. If you have video tapes of your programs, please send a letter describing the events or programs which have been taped to Randy Schools at the above address. The committee will review possibilities to include in the NESRA tape. At this time, please do not forward the tapes.

NESRA TO CHARTER  
LAS VEGAS CHAPTER

On September 26, during the Region VII Conference in Seattle, NESRA will charter the Southern Nevada Employee Services and Recreation Association from Las Vegas. NESRA President Don Strosnider and Executive Director Patrick Stinson will be on hand to present the charter to Chapter President Ed Swain. Ed is Personnel Manager for Merillat Industries, Inc. in Las Vegas.

CHAPTER DEVELOPMENT:  
THE KEY TO NESRA'S  
GROWTH

NESRA's strength lies in its local chapters. With the chartering of the Las Vegas chapter, there are 38 local chapters in 20 states. Chapter membership comprises nearly 83% of NESRA's total membership.

At the present time NESRA is working on developing chapters in the following areas: Baltimore, MD; Bloomington, IL; Charlotte, NC; Charleston, SC; Des Moines, IA; Greenville, SC; Lancaster, PA; Miami, FL; Newark, NJ; Salt Lake City, UT; Williamsburg, VA; and Windsor, Ontario, Canada. If you work in one of these areas and are willing to provide assistance in developing a chapter or know of any other potential chapter areas, please call Ken Cammarata, NESRA director of member services, (312) 562-8130, for more information.

MAKE PROFESSIONAL  
CERTIFICATION YOUR  
GOAL

The Certified Employee Services and Recreation Administrator program is committed to raising the professional standards of those full-time administrators engaged in employee services and recreation programs.

Anyone wishing to request a CESRA application can do so by calling NESRA at (312) 562-8130 or by writing to NESRA. 2400 S. Downing Avenue, Westchester, IL 60153



**National Employee Services and Recreation Association**

2400 South Downing Avenue □ Westchester □ Illinois 60153 □ (312) 562-8130

**NESRA 47TH ANNUAL CONFERENCE & EXHIBIT**

**WHEN:** May 11-15, 1988

**WHERE:** Buena Vista Palace, Located in Walt Disney  
World Village, Lake Buena Vista, Florida

**BUDGET INFORMATION:** Delegate Registration - \$275.00  
Hotel Room - \$107.00 Single or Double

**WHAT TO EXPECT:**

- o Quality Education Programs
- o Over 100 Exhibits
- o Spouse's Program
- o Pre & Post Conference Tours
- o Unlimited Networking Opportunities
- o Workshops
- o And More

POSSIBLE TAX LAW  
CHANGES AFFECTING  
NONPROFITS

In a report to the American Bar Association addressing changes in tax law concerning nonprofits, a list of 16 possibilities were listed. These recommendations for tax legislation could affect the organizational structure of employee service and recreation associations that were formed under 501(c)(4) provisions. Some of these changes could be passed in tax legislation in 1988, but more likely in 1989.

The 16 possibilities are:

- Preserve basic structure of the existing unrelated business income tax (UBIT) law.
- Expand reporting and penalties for noncompliance.
- Impose a limit of some type on the volunteer services exception.
- Remove the convenience exception.
- Retain the donated property exception.
- Compute allowable expenses on the basis of a 24-hour day, instead of hours of actual use.
- Increase specific deduction to \$5,000, but phase it out if unrelated business income exceeds \$50,000.
- Retain fragmentation rule.
- Reduce control definition for a taxable subsidiary from 80 percent to 50 percent.
- Aggregate activities of an exempt "parent" and its taxable subsidiaries to measure whether the parent's primary purpose is the exempt one.
- Retain passive income rules generally for section 501(c)(3) organizations, but not for (c)(4), (c)(5) or (c)(6).
- Impose tax on royalties computed as a percentage of net profits.
- Impose tax on revenues from applied research.
- Require publication of untaxed research.
- Impose additional restrictions on allocations in partnerships between exempt organization and a taxable entity.
- Impose UBIT on all income from a partnership, regardless of the possible exempt nature of the partnership's activities.

Vice President of Government and Public Affairs Randy Schools compiled the above information from the following sources: quarterly White House briefing for associates, American Society of Association Executives, and General Counsel - George D. Webster.

PROBLEM SOLVING:  
A MANAGER'S CHECKLIST

To be most effective when confronting an employee with a problem, there are specific steps that should be taken. The September, 1987 issue of Personnel Journal offers the following procedure:

- **Rapport:** In some cases asking "How are things going?" will put the employee at ease before the initial confrontation is made. However, getting right to the point may be a better alternative, depending upon the employee.
- **Purpose:** It is best to state, "I'd like to tell you why I want to talk to you. Then I'd like to get some feedback from you about it, all right?"
- **Problem:** Be as clear and specific as possible when stating the problem, as opposed to beating around the bush. For example, "It has come to my attention that....," or "We've been receiving an excessive number of customer complaints regarding your behavior, and we want to see if we can help you with that."
- **Feedback:** Ask the employee what his/her thoughts are on the matter. Listen carefully for culpability and clues as to the cause of the problem and how it may be solved.
- **Agreement:** Either the employee will admit s/he has a problem or deny it completely. Make the statement, "Well, we both agree that we have a problem here that needs solving."
- **Solution:** Ask the employee if s/he has any ideas regarding solving the problem. It is usually more effective to have the employee suggest solutions, rather than the employer. If the proposed ideas are good, repeat them and agree with them. If they are not good or if no ideas are offered, suggest specific remedial procedures.
- **Accountability:** Convey to the employee that s/he will be held responsible for putting the solutions into practice and that progress or lack of progress will be noted.
- **Summary:** At the end of the meeting, it is important to summarize the important points and specific remedial procedures that are expected.
- **Counseling:** Through careful listening you may have picked up clues that personal problems are contributing to work behavior. If so, convey the counseling resources available.
- **Follow-up:** Before the employee leaves your office, s/he should be given a specific follow-up date and time, as opposed to saying, "I'll get back to you in a few weeks."



## PRENATAL PROGRAMS

Much has been said and written about how the surge of working women has changed the face of the workplace. The facts are dramatic: Nearly 80 percent of the 34 million women of childbearing age (about 30 percent of those employed in the U.S.) will become pregnant while employed. That accounts for 1 million pregnancies a year. Almost half of managerial and professional women work through their ninth month of pregnancy, according to statistics from the American Medical Association. In most cases, pregnant women are able to continue to work until the onset of labor, the AMA also reports. In addition, nearly half of all pregnant working women will return to work within a few months after delivery -- a figure which has doubled since 1970.

Increasingly, companies are starting health-care programs to address the special needs of these women. And, at the same time, they are shaving insurance costs, reducing absenteeism, and improving employee morale and productivity. Ideally, the comprehensive plan to promote maternal and child health should cover the following basic areas:

- Prenatal care
- Delivery services
- Postdelivery care
- Neonatal intensive care, if needed
- Well-child care

The plan should also address leave policies, job protection, and child-care arrangements for women who might become pregnant during their working careers.

Following are some of the benefits a prenatal program can offer:

- Health care savings: Prenatal programs help reduce birth defects and extraordinary health-care costs by educating employees about factors that influence pregnancy and the birth of a healthy child. The American Academy of Pediatrics reports that for every dollar spent on prenatal care up to \$10 is saved in health-care costs.
- Improved productivity: Worksite prenatal seminars are convenient and have an immediate effect on job performance.
- Fewer absences: Working women who learn how to cope with pregnancy symptoms are less likely to miss work days.
- Early return to work: Good health practices learned in prenatal seminars put employees on the best course for an early return to work.

Source: Employee Health & Fitness, July, 1987, American Health Consultants Inc., 67 Peachtree Park Dr., NE, Atlanta, GA 30309

EMPLOYEE SERVICES  
MANAGEMENT: WHAT'S  
IN STORE FOR '88

As you look over the 1988 editorial plan for Employee Services Management, we hope you'll run across a topic that sparks your interest. If you find there's an area in which you'd be willing to share your knowledge -- either by writing an article or offering information -- please contact ESM Editor Pam Tober at NESRA headquarters.

1988 Editorial Calendar

|           |   |
|-----------|---|
| February  | <u>Evolution Of The Employee Services Manager</u><br><u>Outfitting Sports Teams</u><br><u>The Volunteer: A Day In The Life (Series)</u><br><u>The Changing Roles of Corporate Fitness Leaders</u>   |
| March     | <u>How To Conduct Justification Research</u><br><u>Programming For Universities</u><br><u>The Multi-Hatter: A Day In The Life</u><br><u>Employee Services Software Packages</u><br><u>NESRA Annual Conference Preview</u>                                       |
| April     | <u>Company Stores</u><br><u>Conducting Interest Surveys</u><br><u>The Full-Time Professional: A Day In The Life</u><br><u>Desktop Publishing/Communicating Your Program</u><br><u>Exhibitors Listing</u>  |
| May/June  | <u>The Relationship Between Recreation And Fitness</u><br><u>How To Be A Futurist In Your Organization</u><br><u>Presenting Your Volunteer Work As A Paid Position</u><br><u>Putting Service Into Employee Services</u>   |
| July      | <u>Health Fairs</u><br><u>Promoting Safety</u><br><u>Parliamentary Procedures For Running Employee Assn. Meetings</u><br><u>The Future Of Travel</u>  |
| August    | <u>Employee Profile/The Aging Workforce</u><br><u>Community Service Programming</u><br><u>Determining Unrelated Business Income</u><br><u>Discount Programs: New Products And Services</u><br><u>NESRA Annual Conference Review</u>                             |
| September | <u>The Complete Travel Program</u><br><u>Programming For The Single Parent</u><br><u>Managing Money In A Volunteer Organization</u><br><u>The New Phase Of Child Care</u><br><u>Travel Spotlight--Dallas/Fort Worth</u>   |
| October   | <u>Small Company Programs</u><br><u>Implementing Programs At Other Corporate Sites</u><br><u>Team Building</u><br><u>Special-Interest Club Trends</u>   |
| November  | <u>Employee Services Visibility</u><br><u>Organizing Your Department</u><br><u>Investing Department Money</u><br><u>What Are Employees Eating?/Corporate Offerings</u>  |
| December  | <u>Workforce Recreation: An Analysis Of Participation By Activity</u><br><u>Training And Orientating Volunteers</u><br><u>Survival/Endurance Programming</u><br><u>Interview With NESRA President</u><br><u>Biennial Survey Results</u><br><u>Buyer's Guide</u> |

Feb

# KEYnotes

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THE MONTHLY NEWSLETTER FOR EMPLOYEE SERVICES AND RECREATION MANAGERS

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## A CALL FOR ACTION: VOLUNTEER PROTECTION ACT

On October 13, 1987 the National Coalition for Volunteer Protection, of which NESRA is a member, held a meeting with John E. Porter of Illinois, sponsor of H.R. 911 in the House of Representatives and Senator John Melcher of Montana, sponsor of S. 929 in the Senate. These acts encourage states to enact laws which would protect volunteers from being sued except for unauthorized or willful and wanton actions. NESRA members can help pass this law by taking an active stand. A pre-planned message has been established stating the importance of the bill. You can help by calling 1-800-342-3412, giving your name, your company, and your position. It is felt by adding your company's name to the list you will help bring about passage of the bills. Call the member of the House from your district or your senator. The lines will be open Monday-Friday, November 3-24, from 9 a.m. to 9 p.m. (EST). The message is already prepared for you to send and the operator will make sure the message is delivered to the correct legislators. The first message costs \$6.50 and each additional message is \$6. You can charge them to VISA or Mastercard accounts. Passage of this bill can directly affect employee associations by helping to bring down the costs of liability insurance.

## UNRELATED BUSINESS INCOME TAX

The House Ways and Means Committee recommended to the House Budget Committee that the net investment income of trade associations, including dividends, interest, rents and royalties be subject to unrelated business income tax, which would cost these organizations an estimated \$120 million over the next 3 years. This could affect our chapters and employee associations which are formed under codes 501-C-4 and 501-C-6 by taxing their bank accounts. Randy Schools will be in contact with Dan Rostenkowski, D-IL, of the House and Lloyd Bensten, D-TX, of the Senate. Discussions will confirm that this bill is unwarranted and ask Congress to recede on the UBIT provision in its budget reconciliation package. All major associations are fighting this bill because of its economic impact.

NESRA headquarters has taken action by writing several letters to key legislators, stating our strong opposition to these provisions. This pending legislation requires immediate action by our members. The American Society of Association Executives has provided model letters expressing our stance on the issue and a mailing list of contacts which are available to you by calling NESRA headquarters.

## GETTING ORGANIZED

If you or your employees are experiencing a bit of chaos due to overwork or other factors, gaining control over your time may be the answer. USA Today reports the following tips suggested by Ronni Eisenberg, author of Organize Yourself:

- Set priorities. Accept the fact that you can't do everything. Decide which activities and projects are most important to you and say no to the rest.
- Don't procrastinate. If you tend to put things off, try to understand why and work toward a cure. If a project intimidates you, break it into parts that you feel you can manage. If you're afraid your efforts won't be perfect, just resolve to do your best, but do it now. Remember you can always make improvements later.
- Take charge of interruptions. Establish blocks of time when you enforce a "no-calls policy" and let people know this time is off-limits except in emergencies.
- Keep your workplace neat. Know where things are, so you won't have to spend time looking for them.
- Create one calendar that goes with you everywhere--work, home, travel.
- Handle mail and paperwork as it comes in--at least once a day.
- Start a "tickler file" to remind you of upcoming events, bills due and so on. Buy an accordion folder with a pocket for each day of the month and drop reminders into the appropriate pockets.
- Prepare in advance to leave for appointments--don't rush out the door.
- Prepare an on-the-go reading file to make use of waiting time.
- Schedule some leisure time for yourself.

According to Eisenberg, being organized gives you much more freedom, enables you to concentrate and helps you to enjoy your work. Getting control over your time and your life, bringing order out of chaos so you have more opportunity to do what you really want to do is what getting organized means.

The first step in achieving order is to realize that your life is not working for you as you would like, that you need a system--and then make a commitment to change. Remember to start small and set yourself up for success rather than failure. Eisenberg stresses that getting organized is easier than you expect and more rewarding than you might imagine.

## HEALTHY-HEART MAINTENANCE PROGRAM

Early in 1987 the Rockwell International Avionics Division, Health Services Department, Cedar Rapids, IA, developed and implemented the "Heart to Heart" program to promote healthy heart maintenance. The following three separate educational awareness activities were offered to employees during lunch periods as segments of the program: Food For Thought Game, Treat Yourself Right Menus, Food In The Fast Lane Seminar. After reading the descriptions of the three types of programs you may want to consider offering one or more of these activities to your employees.

**Food For Thought Game** - This health-awareness game is played in the cafeteria in an attempt to encourage employees to make lower caloric, higher nutritional value food selections. The procedures involved were entertaining as well as informative.

Decks of cards (produced by and obtained from the American Heart Association) were displayed at the cafeteria check-out counters. A total of 54 different nutritional messages with colorful graphics comprised a deck. Each employee was allowed to take one card daily. Employees were encouraged to collect their own cards or trade cards with friends and co-workers.

Six hundred prizes were awarded to employees who collected winning card combinations, and a total of 13,252 nutrition cards were taken by employees, resulting in an average of 1,325 employees participating daily. Although the game was originally developed by the AHA, it was modified to suit the needs of Rockwell International.

**Treat Yourself Right Menu** - Each day during a two week promotion, the cafeterias offered a different heart-healthy food activity. The foods offered were low fat, low cholesterol and low calorie. The featured food was designated on the menu with a red heart, making it easy to identify the appropriate item. Heart-healthy recipes were made available to interested employees to take home and try. A total of 2,171 servings of heart-healthy foods were purchased by employees.

**Food In The Fast Lane Seminar** - This seminar was designed to teach employees the pros and cons of eating at fast food restaurants. A display of the fat and sodium contents of several foods, along with the sugar count of two popular soft drinks proved to be an amazing revelation to the majority of the participants. Food labeling and some helpful guidelines to use when dining out were included in the program.

Materials used in promoting these activities to employees were samples of the AHA playing cards and a payroll stuffer distributed to all employees.

Sources: Wanda Mayer, RN and Janice Van DerLeest RN, Health Services Dept. Rockwell Int'l Avionics Div., Cedar Rapids, IA.

## ERKES ATTAINS CESRA STATUS

NESRA congratulates Mr. William J. Erkes who successfully passed the Certified Employee Services and Recreation Administrator exam. Bill is Manager of Employee Activities for Fluor Daniel in Greenville, SC. He will be honored at the Management Luncheon during NESRA's 47th Annual Conference & Exhibit, May 11-15, 1988, at the Buena Vista Palace in Orlando, FL.

## A CALL FOR RESEARCH

If you know of a postgraduate student working toward his/her Ph.D. or Master's who would like to survey and write a thesis or dissertation for publication, please send each student's name and address to NESRA V.P. of Research and Professional Development Sue Potter, Nationwide Insurance Company, One Nationwide Plaza, Columbus, OH 43216.

Sue will mail the student an application form. If the student is accepted, this will serve a two-fold purpose. First, it will help the student to gain exposure through being published and, second, it will help NESRA in developing research that is important to all of us. Please note, the article, "Intergenerational Programming," appearing in the September issue of Employee Services Management, is the first project to be published as a result of recent research requests.

## CONTESTS AND TOURNAMENTS UPDATE

The 1988 NESRA/National Rifle Association Rifle-Pistol Tournament is underway. The tournament dates are November 1, 1987 through April 1, 1988. If you have not received a Rifle-Pistol Tournament brochure, contact NESRA headquarters one will be sent to you.

Also, in the upcoming months look for information on NESRA's other 1988 contests and tournaments: Fishing, Bowling, Photography and National Awards Program. Plan to have your organization participate in all of these events.

This year's Region VII Golf Tournament was a huge success. The 18th Annual Tournament, coordinated by Tournament Chairman Bob Couch and Tournament Director Earl Skonberg, drew a total of 292 men and 64 women golfers competing in a two-day event held September 5-6 at the Mission Hills Resort Hotel in Rancho Mirage, CA. A total of 24 companies were represented, including Rockwell International, Xerox Medical Systems and FMC Corporation, all participating for the first time.

The 19th Annual NESRA Region VII Golf Tournament is scheduled to be held in Scottsdale, AZ at McCormick Ranch September 3-4, 1988.

This year's Region IV Golf Tournament was also a great success. The 19th Annual Tournament, coordinated by Tournament Chairman Jim Crow, drew a total of 176 men and 16 women golfers competing in a two-day event held September 12-13 at the Country Club of Hilton Head and the Oyster Reef in Hilton Head, SC.

Region IV is planning a 1988 Golf Tournament. However, dates and location have not yet been determined.

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## THE MONTHLY NEWSLETTER FOR EMPLOYEE SERVICES AND RECREATION MANAGERS

December 1987, Vol. 17, No. 12

### NATIONAL ELECTION RESULTS

**Bob Crunstedt**, CESRA, manager of the Honeywell Employee Club of Minneapolis, MN, has been elected to the office of **president-elect**, effective January 1, 1988. Crunstedt manages the employee services program for 19,000 employees at Honeywell and supervises a staff of five. He is also co-founder and past-president of his local chapter, MERSC, NESRA Region V director and vice president of member services. In addition, he was chairman of the 1985 NESRA Region V Conference, chairman of the 1987 NESRA Annual Conference, and member of the Strategic Long-Range Planning Committee.

**Tamra Torres**, CESRA, manager of the Lewisville Texins Association takes over the position of **vice president, fitness and health**. Torres manages employee services, recreation and fitness programs for nearly 6,000 employees at Texas Instruments Inc. and is NESRA Region VI senior director. She has also served on her local chapter, MRC, and the board of directors for the past four years. In addition, Torres was chairman of the 1987 Region VI Conference.

**Bob Pindroh**, CESRA, executive director of the Lockheed Employees Recreation Club, in Burbank, CA, has been elected to the office of **vice president, member services**. Pindroh manages the employee services program for 26,000 employees and supervises a staff of 14. He is also NESRA's Region VII senior director and is past president of his local chapter, Burbank AIRC. In addition, he served as publicity chairman for the 1978 Region VII Conference, was a member of the Strategic Long-Range Planning Committee and has taught employee recreation classes at California State University, Northridge.

**Kathy Carney**, CESRA, manager of employee activities at Honeywell BULL in Waltham, MA, takes over as **vice president, membership development**. Carney is responsible for creating and managing employee activities/recreation/health and wellness service programs for 5,000 employees in 10 locations throughout Massachusetts. She is currently NESRA Region I senior director and has served on the Region I Conference Committee, was Region I secretary, 1982-84, was a regional conference speaker 1982-83, served on NESRA's 1985 Annual Conference Committee and was a member of the Strategic Long-Range Planning Committee.

## TEAM-MANAGEMENT STRATEGIES

Some managers may find that team spirit among employees is much greater a week before Christmas but that it drops off the week after. Other managers lead year-round high-performance teams. The November/December, 1987 issue of Management World reveals five principles used by managers who get excellent team results.

1. **Make explicit agreements with your staff.** Don't rely on implied agreements between you and your employees when you are trying to secure commitments made. At the other extreme, giving orders is a sign of an overbearing manager.
2. **Turn employee complaints into specific employee requests.** If someone perceives that an agreement is not being kept, complaints are often the result. With this in mind, effective managers can respond to complaints by changing them into new agreements or requests, instead of inviting blaming tactics.
3. **Involve employees in planning and decision-making.** To make the most of employee input, you must genuinely value their opinions. In planning sessions, don't ask for input at the very end of the meeting. Employees will think you are just trying to give the appearance of generating employee involvement but that you are really looking for affirmation of your own opinions.
4. **Be a strong persuader.** The decision-making process involves more than just taking votes on issues as a method of enlisting employee participation. However, a team manager needs to make the tough decisions when necessary, even if they are unpopular. Persuasive skills are important in helping others to understand the logic of your argument. By the same token, you must be open to being persuaded by others. Be sure to tie the outcomes of your decisions to goals within the work team when persuading a group.
5. **Value employees unique contributions.**
  - Always invite opinions, complaints and suggestions from your employees.
  - Look for opportunities to praise employee successes.
  - Find ways to use unique talents of each employee to contribute to overall team success.
  - Really listen to other points of view.

Implementing team-management strategies is an good way to start 1988 with a burst of energy that will last year-round. A team spirit not only surpasses problem-solving, win-lose, and top-down communications patterns but it fosters high-performance, imagination and fun.



## A MORALE BUILDER THAT WORKED

We all said it or heard it said a hundred times: "Employee programs and activities improve employee morale and help to promote a feeling of fellowship which cuts across all levels of management." We are constantly proving to top management the positive benefits of these activities as justification for their existence. Here is how one organization, The Port Authority of New York and New Jersey (PATH), increased its employee morale by taking some simple yet very effective action.

A 1985 study showed a drop in morale among employees since an earlier poll in 1981, along with the possibility of further deterioration. This discovery led the agency to look for a way of building a greater sense of belonging among the workforce of 10,000.

PATH's employees are scattered within a 25-mile radius of the Statue of Liberty. The range of skills and professions is broad. "We needed to communicate to all staff that they were all part of a working family," said Joseph Shinnick, a coordinator of programs and activities.

A new division, communications and employee activities, was set up in the personnel department to enhance the corporate culture and to improve employee morale. Shinnick sought out employees with strong interests and invited them to organize groups, offering them financial and moral support from the division. By the end of 1986, 30 of these groups were functioning.

A booklet, published in December, 1986, and distributed to all employees, listed the groups in five sections: arts, learning, recreation, skills and social/special interests. Each organization had a page in the booklet describing its activities and naming a contact. An additional feature was a tear-out reply card enabling employees to indicate an interest in still other groups. Their replies have led to the formation of additional associations in the PATH Employee Clubs and Activities Network.

A second way of promoting interest in the network was a Club Fair at which the groups had displays, handouts, demonstrations or videos concerning their activities. The event was videotaped for the benefit of those employees unable to attend. The actual event drew 500 employees, and some participating organizations acquired as many as 30 new members from those attending.

According to Shinnick, the atmosphere of the transportation agency is now much happier. Employees who have never worked together are not talking about a variety of personal interests. "We've taken one major and successful step to becoming a true Port Authority family," he said.

For more information, contact Joseph Shinnick at 212/466-8085.

Source: Personnel Administrator, September, 1987.

NESRA WELCOMES NEW  
REGIONAL DIRECTORS

In January, the following new Regional Directors will be joining the NESRA Board of Directors.

Region I.....Gloria Roque  
Chairperson, Employee Activities Committee  
Capitol Cities/ABC, Inc.  
1330 Avenue of the Americas - Third Floor  
New York, NY 10019-5402  
(212) 887-6043

Region II.....G. Robert Rank  
(Appointed July, 1987) Salaried Activities Committee Coordinator  
Libby-Owens-Ford Company  
Plant #6  
140 Dixie Highway  
Rossford, OH 43460  
(419) 247-3256

Region IV.....Ann Foster  
Employee Activities Coordinator  
Duke Power Company  
P.O. Box 33189  
Charlotte, NC 28242  
(704) 373-2851

Region V.....Joe Hauglie  
Manager, Employee Services Network  
Control Data Corporation  
8100 - 34th Avenue South  
Bloomington, MN 55420  
(612) 853-6225

Region VI.....Pamela K. Hahler  
Employee Recreation Coordinator  
Gates Rubber Company  
990 S. Broadway  
Denver, CO 80217  
(303) 744-5226

Region VII.....Diane Delaney-Talton, CESRA  
Employee Activities Coordinator  
Southern California Rapid Transit District  
425 S. Main Street  
Los Angeles, CA 90305  
(213) 972-6675

REQUEST FOR  
PROGRAM BROCHURES

To expand NESRA's resource network, members are asked to send a copy of their program brochure which describes their employee services and recreation program. This will benefit NESRA in two ways: First, it will help NESRA become more familiar with the types and variety of programs members offer and, second, this information can be shared with other members by providing them with additional program ideas.

Please send your program brochure to Ken Cammarata, Director of Member Services, NESRA, 2400 S. Downing Avenue, Westchester, IL 60153.